

July 26, 2000

To the Potential Employer of Michael Ferreira:

I have been fortunate enough to work with Michael over the past year, first as colleagues in the operations department of Digital Cement, then as his direct report. I am pleased to provide this letter of recommendation based on my high opinion of both his personal and professional abilities.

Michael is a highly intelligent, highly skilled fellow with a deep sense of curiosity and a strong drive to contribute positively to the teams and organizations he is a part of. His maturity, competence and ability to listen have made him a pleasure to work with.

During our time working together, Michael demonstrated excellent skills at both formulating problems and coming up with creative and viable solutions. He has a talent for absorbing information about the capabilities and limitations of a certain set of technology, and applying this to achieve effective, timely results. He has further demonstrated the ability to coach less experienced resources to achieve aggressive deadlines.

Michael performed very well as a part of Digital Cement, and I am absolutely certain he will be even more successful in future endeavors.

Yours truly,

A handwritten signature in cursive script that reads "Jeffrey Faris". The signature is written in dark ink and is positioned above the printed name and title.

Jeffrey T. Faris
Director of Operations
Digital Cement Inc.